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ABSTRACT

Many creative or flexible work scheduling options are becoming available to the many working parents, students, handicapped persons, elderly individuals, and others who are either unable or unwilling to work a customary 40-hour work week. These options may be broadly categorized as either restructured or reduced work time options. The three main restructured work time options are flextime (a work schedule that permits flexible starting and quitting times but still requires a standard number of hours within a given time period); compressed work weeks (full-time work schedules in fewer than five days each week); and telecommuting (an arrangement in which employees working off-site are electronically linked to an office via computer). The following are reduced work time options: permanent part-time (less than full-time employment that includes job security and all other rights available to full-time workers); job sharing (an arrangement in which two people voluntarily share the responsibilities of one full-time position, with salaries and benefits prorated); phased retirement (a program allowing workers to retire gradually over a period of years); leaves of absence (paid or unpaid authorized periods of time away from work without loss of employment rights); and voluntary reduced worktime programs (time-income trade-off arrangements allowing full-time employees to reduce their work hours for specified periods with a corresponding reduction in compensation). (An annotated bibliography of works dealing with these scheduling options is appended.) (MN)

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'Creative' Work Schedules

Overview

Today many working parents, students, handicapped, elderly, and others, are either unable or unwilling to work the customary forty-hour week which leaves them virtually no time for anything else. As a consequence, increasingly an extensive range of varied work schedules are being established throughout the nation. Job sharing; i.e., two individuals voluntarily sharing the responsibilities of one full-time job with salary and benefits prorated, is a constantly growing popular alternative to layoffs.

Additionally, however, there are other work schedule options; e.g., individual reduced worktime schedules; permanent part-time work weeks; work sharing; sabbaticals; job leaves of absence; flexitime; compressed work weeks. Sanchez (undated) notes that these work time options include:

"Restructured Work Time

1. Flexitime: A work schedule that permits flexible starting and quitting times but still requires a standard number of hours within a given time period.
2. Compressed Workweek: Full-time work schedules in fewer than five days a week.
3. Telecommuting: Refers to employees working off site while linked to the office electronically with a computer.

Reduced Work Times

4. Permanent Part-time: Less than full-time work that includes job security and all other rights available to full-time workers.
5. Job Sharing: Two people voluntarily sharing the responsibilities of one fulltime position with salary and benefits prorated.
6. Phased Retirement: A program allowing workers to retire gradually over a period of y ears instead of at one particular time.
7. Leaves of Absence: Authorized periods of time away from work without loss of employment rights. Paid or unpaid, leaves are usually extended and taken for family, education, or leisure time.
8. Voluntary Reduced Worktime Programs: A time/income trade-off arrangement that allows full-time employees to reduce work hours for a specified period of time with a corresponding reduction in compensation."

In addition, as Curran (1988) has noted:

"Employment patterns are changing. New Ways to Work (NWW), a non-profit, San Francisco-based organization estimates that 20 million people have opted out of the 9 to 5 routine in favor of other work-time options.

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> Roughly 12 million people, for example, now hold permanent part-time jobs by choice. ...
>
> Both flexitime and compressed work weeks are popular alternatives in restructuring work weeks. ... Employers of large numbers of workers must often use this strategy to stagger arrivals and departures. ...
>
> Those who are able to live on the lower income of part-time work enjoy more free time and flexibility. Permanent part-time work is helpful not only for parents of young children and students working around class schedules, but also for spouses who may want more time for companionship or travel with a nonworking, perhaps retired, mate. ...
>
> Work sharing allows an organization to temporarily reduce employee hours and salaries rather than lay off employees. Some workers also individually choose reduced work time and time/income trade-off" (p.12)

Job Sharing
(Cost Analysis)

As has been previously noted, the job sharing arrangement has been an increasingly popular alternative to layoffs. In this section it is examined in depth in order to answer the pertinent question: "What are employer costs for job sharing work schedules??

As Olmstead & Smith (1981) have noted:

> "It is important to remember that cost variations derive from the flexibility and individuality of job sharing, a mechanism that lets an organization manage its human resources more creatively - and consequently, more efficiently (my underlining).One employer's objective may be to use job sharing to encourage older workers to phase their retirement. His firm will have a different set of cost and benefit variables than a firm that utilizes job sharing to reduce production line absenteeism." (pp 1,2)

Such internal differences give rise to the fact that there is an absence of cost analysis formulae for general application. Additionally, this absence of 'hard' cost data has served to dissuade some employers from seeking to utilize job sharing for more effective utilization of their human resources. However, it is pertinent to note that job sharing is still a (new' work option, the earliest publication being a 1968 report detailing the experience of teachers in Framingham, Massachusetts.

Obviously, the preparation and evaluation of costs data is sine qua non

to the fuller utilization of alternative work options; job sharing being but one such option. A recommended basic structuring of the costs and benefits associated with job sharing may conveniently be grouped into three broad areas of study:

(1) modification of existing positions

(2) restructuring a group of positions or either similar or dissimilar job classifications

(3) the social dimensions and implications of particular personnel policies.

To accomplish a comprehensive, detailed analysis of job sharing costs, a number of specific factors must be included. These are enumerated in the following discussions regarding the above-mentioned three broad areas of study. As Olmstead & Smith (1981) point out:

> "The costs in each category will depend on how a particular firm uses job sharing. To evaluate the costs - and savings - the organization must establish its objectives and define its reasons for instituting job sharing. Is job sharing being considered in response to one employee's request, because of difficulties in recruitment as an alternative to layoffs, as a 'handle' to several of their problems? What are the cost implications of not trying job sharing? And in what areas can savings for both now and later be projected if job sharing is instituted?" (p.2)

Individual Positions Analysis

Total compensation of a position consists of the base salary, overtime pay, and authorized fringe benefits. Additionally, some employers include such indirect costs as training, pro rata square footage costs and supervisory costs.

There may well be cost-related savings resulting from job sharing; e.g.,

> "a senior-level teacher ($20,000) paired with an entry-level teacher ($13,000) would cost a district $16,500 ($10,000 + $6,500) instead of $20,000. (Olmstead & Smith, 1981: p.3)

based on a time sharing arrangement of 50% each.

Further potential savings through job sharing may also be realized

when overtime costs are reduced or eliminated. Flexible scheduling for periods of peak demand is but one example of how job sharing can achieve maximum coverage without extra costs.

In the fringe benefits area, the policies of individual firms preclude standardized generalizations. Even statutory benefits mandated by law may vary from state to state; e.g., Unemployment Insurance, or in the case of Workers' Compensation Insurance, the particular policy which the employer carries.

With reference to the indirect costs area which may be associated with job sharing, these should be carefully assessed before establishing restructuring a full-time position into job sharing occupancy. Therefore, to summerize, each of the following categories, as appropriate, should be cost analyzed to insure cast effectiveness of proposed job sharing arrangements:

" I Base Salary

II Overtime

III Employee Benefits
- A.Statutory
  - 1. Social Security
  - 2. Unemployment Insurance
- B.Compensatory
  - 1. Sick leave
  - 2. Vacations
  - 3. Holidays
  - 4. Other
- C.Supplementary
  - 1. Insurance
    - Life
    - Medical, dental
    - L/T disability
  - C. Supplementary (continued)
    - 2. Pension
    - 3. Profit sharing
    - 4. Stock purchase plan
    - 5. Tax shelter annuity
    - 6. Tuition payments
    - 7. Discount purchase plan
    - 8. Other

Total Direct Position Costs.....

IV Indirect Costs
- A. New Hire/Administration
- B. Training
- C. Supervisory
- D. Square footage costs
- E. Other

TOTAL COSTS".(Olmstead.&.Smith,.1981: p.29)

Restructuring of Position Groups

Turning to the second major area of analysis, why consider this group approach? As Olmstead & Smith (1981) note:

> "The main reason for taking a group - or program - approach, rather than continuing to restructure one job at a time, is to solve a problem or to compound the savings achieved in previous smaller job-sharing experiments. ... Absenteeism, recruitment, turnover or the desire to avoid layoffs or phase employee retirement-issues that exist to some degree in most organizations ...motivated these firms." (p.7)

For example, absenteeism is a growing problem among workers. It parallels the growing number of two working parents in a family. For employers these absences are very costly, exceeding a 3.5% average among American workers. This rate 'translates' into an additional two full weeks a year of job absence per worker!

Social Dimensions

In terms of social implications, can costs of personnel programs be assessed? And why even consider the social consequences of job-sharing? The answer is - simply because the actions and policies of companies impact upon the lives of people. Not only do these policies and practices affect company employees, additionally - through the ripple effect - they spread within the local community and ultimately to the larger society.

Company manpower management policies and practices in three important areas clearly demonstrate such broader social dimensions. These are: (1) implementation of affirmative action policies; (2) phased retirements; and (3) unemployment. As Olmstead & Smith (1981) conclude:

> "How the employer handles these issues ultimately determines who gets to work and at what. How does job sharing fit in? As a tool that allows employers to develop new approaches to these important problems." (pp 19,20)

Work Time Options

Even a cursory review reveals that the literature pertaining to alternative work schedules is burgeoning. For those seeking pertinent documents

discussing/describing 'creative' work schedules, this section offers a selected, briefly-annotated bibliography of recent-year publications:

General Discussions
(Work Time Options)

Books/Reports

Blyton, Paul, Changes in Working Time: An International Review. London, Croom Helm, 1985. 184p.

Discusses, from an international perspective, the principal working time elements. Notes and assesses major changes that have occurred, as well as the underlying social/economicconditions precipitating changes. Also examines the major obstacles to work time changes.

The Changing Work Place: New Directions in Staffing & Scheduling. A BNA Special Report, Washington, D.C. Bureau of National Affairs, 1986. 140p.

This detailed report examines utilization of temporary workers, leasing and sub-contracting staff members. Additionally, the attitudes and opinions of experts are examined, including unions and trade groups views.

Periodicals

Levine, Hermine Z. "Alternative Work Schedules: Do They Meet Workforce Needs?" Personnel, February 1987. pp 57-62.

Reports results of employment managers and Personnel readers survey in which alternative schedules advantages are described; principal focus being upon part-time work.

Smith, Shirley I. "The Growing Diversity of Work Schedules". Monthly Labor Review. November 1986. pp 7-13.

Examines the diverse occupational jobs in which Americans are employed for hours more or less than the traditional 40 per week.

Flexitime & Compressed
Work Weeks

Books & Reports

Ronan, Simca, Flexible Worktime Hours: An Innovation in the Quality of Work Life. New York, McGraw-Hill, 1981. 353p.

A detailed examination of flexitime implications, reporting results within a variety of organizations. Additionally, its effects upon workers and on transportation requirements are examined.

U.S.Congress. Public Law 97-160. The Federal Employees Flexible and Compressed Work Schedules Act of 1982.

After a successful three-years test, this piece of legislation provided for the permanent authorization of alternate work schedule programs.

Periodicals

Ralston, David A. & Flanagan, Michael F. "The Effect of Flexitime on Absenteeism & Turnover for Male and Female Employees". Journal of Vocational Behavior. April 1985, pp. 206-217.

With reference to absenteeism, significant differences are reported between male/female workers; not however with reference to turnover rates.

Maller, Earl F. "Shift Work & Flexitime: How Prevalent Are They? Monthly Labor Review, Nov. 1986. pp. 14-21

Discusses, along with tabular presentations, which workers - approximately 1 in 8 - are employed ih flexible schedule jobs.

Reduced Work Times

A - Regular Part-Time Employment

Books & Reports

Kahne, Hilda Reconceiving Part-Time Work: New Perspectives for Older Workers & Women, Totoina, N.J. Roman & Allenheld, 1986

Discusses various rescheduling programs designed for shorter hours and the greater leisure-time more available in the later years of life.

Part-Time Employment in America. MacLean, Va Association of Part-Time Professionals. 1984. 88p.

Discusses the highlights of the first National Conference on Part-Time Employment.

Periodicals

Marsa, Linda "The New Part-time Professionals". Self Nov. 1986.pp.224-26.

Describes where such positions exist. Additionally, discusses how such positions offer to help both companies and prospective employees.

Rothberg, Diane S. Part-time Professionals, the Flexible Work Force." also - "What Part-time Professionals Think; What Oragnizations Think.". Personnel Administrator, August 1984. pp.28-39.

These articles indicate there is a growing acceptance among employers of part-time work schedules for higher-level positions.

B - Job Sharing

Books & Reports

Job Sharing : Will it work for you? California Park & Recreation Society

1986. Recreation & Park Conference, Fresno, CA.

Mechanics of job sharing, as well as actual proposals for job sharing, are compiled in this report; a valuable resource document for prospective job sharers.

Olmstead, Barney et al.
Job Sharing, General Information 11p.
Job Sharing, Analyzing the Cost 20p.
Job Sharing, Developing a Program 23p.
Job Sharing, How to Incorporate Sharers 25p.
San Francisco, New Ways To Work. 1980-81

Concise reference booklets written for employers who wish to incorporate job sharing as an optional work scheduling scheme.

Periodicals

Koblinsky, Sally A. & Mikitka, Kathleen. "Job Sharing: A Part-time Career For a Fuller Life". Journal of Home Economics, Winter 1984. pp. 6-10.

Discusses types of jobs/people who share such positions. Also examines advantages/disadvantages of job sharing; employer impact of such schemes; the process of becoming job-sharers.

Phillips, Kathleen, "Beyond the Fringes; Job-Sharing Can Offer an Unusual Benefit; Fulfillment". New Age Journal, December 1984. pp. 53-56.

Job-sharing discussed as an option for job-seeker who values fulfillment. Employer-worker benefits are described, and a list is included of resource organizations and job-sharing services offered.

C- Voluntary Reduced Work Time Programs

Books & Reports

Harriman, Ann The Work/Leisure Tradeoff, Reduced Work Time for Managers & Professionals. New York, Praeger. 184p.

Discusses in depth non-traditional work scheduling as a means for obtaining more effective time utilization.

Meoreman, Barbara & Olmstead, Barney V-Time, A New Way to Work; a resource manual for Employers & Employees. San Francisco, New Ways to Work, 1985. 76p.

Describes unique, voluntary work schedule options. Includes detailed case histories; useful forms; sample legislation.

Periodicals

Olmstead, Barney, "Changing Times: The Use of Reduced Work Time Options in the United States" International Labor Review, July-Aug. 1982. pp.479-493

Presents historical perspective and recent-past status of part-time, job-sharing, and voluntary reduced work time schedules.

Taylor, Bob "Salary-Hours Tradeoff for State Employees;State Workers Get Option of Less Time, Less Salary." Sacremento Union, March 27, 1982.

Describes a Voluntary Time Income Time (V-Time) option offered to workers in a state organization.

D* Annual Hours Programs

(This reduced work time option separates employee hours from production hours, planning employee's work time on annual basis)

Periodicals

Woodcock, Gerry, "Achieving Annual Hours" Industrial Society, June 1986 p.12-14

Discusses how an English company effected an annual hours program. Additionally, an analysis of the effectiveness of this scheme is offered.

Lynch, Philip "Annual Hours, An Idea Whose Time has Come". Personnel Management. Nov. 1985, p.46-50.

Describes a number of different plans utilized in Britian and Europe. Offers a feasibility study scheme and discusses the potential benefits for both employers and employees utilizing this work time option.

E- Phased Retirement

New York State Office for the Aging. Mature Workers Study, Executive Summary, Phase I Report, September 1984.

This study examines the feasibility of a phased retirement policy and the attendant costs.

U.S.Congressional Budget Office. Work and Retirement Options for Continued Employment of Older Workers. 1982. 81p.

Delineates demographic population changes which will affect both the labor market and the economy. Examines the determinants of retirement decisions, and available options for continued employment.

Periodicals

Carlson, Elliot, "Longer Work Life? A Look at the Future of Retirement". Modern Maturity June-July 1985. pp 22-28.

Examines various arrangements for retirees to work part-time; as job-sharers as well as other phased retirement scheduling options.

Honig, Marjorie & Hanoch, Giora, "Partial Retirement as a Separate Mode of Retirement Behavior." The Journal of Human Resources, Winter 1985. pp.21-46.

Examines numerous and various forms of work schedules established in connection with partial (phased) retirement. Also contains comprehensive tabular presentations.

F- Leaves: Sabbatical, Educational, Parental

Books & Reports

Meier, Grett S. Worker Learning and Worktime Flexibility. Kalamazoo, MI. The W.E.Upjohn Institute for Employment Research, 1983. 64p.

Discusses research regarding flexible work time and how such can provide opportunity to further education/training. Particular focus is noted for women occupying low-status jobs.

The Corporate Guide to Parental Leave. N.Y. Catalyst 1986.

Reports survey results among 384 corperations and some 100 leave-takens. Notes examples of company policies and offers legislative guidelines.

Periodicals

"Changing Work Force Increases Demand For Parental Leave" State Government News. July 1986. pp. 12,13,24.

Reports survey among state governments summarizing policies of each state regarding parental leave for state workers.

"Jusrices Uphold Pregnancy Leave, California Law Granting Women Their Jobs Back is Ruled Valid." Los Angeles Times. January 14, 1987.

A significant decision representing a major addition to employment benefits for women.

G - Work Sharing
(A layoffs alternative scheme through which workforce hours and salary are temporarily reduced)

Books & Reports

McCoy, Romelle & Morand, Martin (eds.) Short-Time Compensation: A Formula for Work Sharing. N.Y. Pergamon Press, 1986.

This study examines alternatives to layoffs in Canada, West Germany, California, Oregon and Arizona. Presents both management and union perspectives.

U.S.Labor Department,Management Relations & Cooperative Programs. Preventing Layoffs: Developing an Effective Job Security & Economic Advisement Program. 1986. 30p.

Describes, by means of case histories, how both work and job sharing may be utilized to avoid qork force reductions.

Periodicals

Best, Fred. "Short-Time Compensation in North America: Trends & Prospects" Personnel January 1985. pp. 34-41.

Describes use of such compensation schemes in California; also Canada and West Germany. Discusses how these impact upon companies, workers and governments.

Nemirow, Martin. "Work-Sharing Approaches: Past & Present". Monthly Labor Review. September 1984. pp 34-39.

Reviews currebt situation and concept of shortened workweeks and how these differ from the situations existing in the 1930s when this work scheduling technique was widely used.

H * Telecommunicating & Home-based Work

Books & Reports

Arden, Lynie. The Work-at-Home Sourcebook, How to Find the Right "At Home" Work That's Right for You". Live Oak Pubs. Boulder, CO. 1987.

Contains much practical advive and a list of some 500 companies that utilize home-based employees.

Edwards, Paul & Sarah. Working from home. N.Y. St. Martin's Press.1985. 420p.

Detailed, comprehensive discussions of various methods, tax requirements, insurance as well as other legal matters. Also addresses such areas as appropriate furnishings and impact upon domestic relations.

Periodicals

Arden, Lynie (ed.) The Worksteader News. 2396 Coolidge Way, Rancho Cordova, CA. 95678

A useful resource publication (monthly) which examines the needs/ interests of home-based workers. Discusses common problems, popular trends , and legislation, as well as specific types of job opportunities available.

Horvath, Francis W. "Work at Home: New Findings from the Current Population Survey". Monthly Labor Review. March 1986. pp. 31-35.

Study highlights: over 8 million people are working 8 or more hours per week in their homes, principally in service types occupations.

I * Temporary Employment

Book & Reports

A detailed description of the typical temporary "workstyle"; Also includes discussion of how to go about obtaining a temporary job.

Periodicals

Granrose, Charlyn S. & Applebaum, Eileen. "The Efficiency of Temporary Help and Part-Time Employment" Personnel Administrator , Jan. 1986. pp.71-83.

Examines and analyzes costs/benefits; both for organizations/workers.

Macaulay, Walter W. "Developing Trends in the Temporary Services Industry". Personnel Administrator. January 1986. pp 61-68.

Examines the sizeable growth of this burgeoning field. Additionally, considers employee leasing, franchising, and full service agencies.

Conclusions

'Creative' work scheduling offers a variety ofpractical options for both individuals and organizations. In our every-changing society, the multiple needs of both workers and employers can be more readily realized by utilizing these various options, as appropriate. The flexibility offered in such alternatives as job-sharing, compressed workweek and flexitime, can materially engance an organization(s cost-effectiveness. In addition - it can improve the quality of life for individual workers. When such scheduling restructuring is analyzed to be cost-feasible, it should be fully utilized for it has high potential benefits, both for employees and employers.

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Curran, Nancy. "Alternatives to 9 to 5" Swarthmore College Bulletin, Swarthmore, Pa. February 1988.p.12

Olmstead, Barney & Smith, Suzanne. "Job Sharing: Analyzing the Cost? New Ways to Work, San Francisco, CA. 1981.

Sanchez, Martha, ""New Ways to Work" New Ways to Work. San Francisco, CA. Undated brochure.